



CHAMPLAIN  
REGIONAL COLLEGE



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# Message from the Chairperson



## **Minister of Higher Education, Research and Science**

*Ministère de l'Enseignement supérieur, de la Recherche et de la Science  
Gouvernement du Québec*

Dear Minister Bolduc,

I am pleased to present to you the 2013-2014 Champlain Regional College Annual Report, which outlines our achievements over the last academic year.

Through concerted efforts of all its personnel, Champlain has carried out its mission aimed at fostering individual success for students as well as ensuring their development as well-rounded, responsible and informed citizens.

The numerous learning possibilities offered to students on each of our three campuses contribute to these objectives and to the communities they serve.

I would like to underscore the volunteer efforts of the Board of Governors and the collaboration of our Directors, who have contributed towards objectives described in Champlain's Annual Operational Plan as well as those set by the Ministry.

I trust the attached report fulfills Champlain Regional College's obligations in this matter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Michael Murray', written over a light blue horizontal line.

**Michael Murray**  
Chairperson, Board of Governors

# Message from the Director General

Champlain Regional College is unique within the Québec college network, with three campuses that reach across three different administrative regions. While distance and diversity can be a challenge, it is also our greatest strength, encouraging us to build relationships that bridge our physical boundaries to open possibilities for synergy and continuous improvement.

As you will see from this year's Annual Report, Champlain has once again had an exceptional year, with each of our campuses and services engaged in a wide variety of outstanding projects and initiatives designed to ensure that our students have an exceptional educational experience. More than ever before, our three campuses have worked together to improve services through joint projects.

The 2013-2014 year marks the final year in the implementation of our five-year College Strategic Action Plan (CSAP), and we have been diligently working towards evaluating our experience and developing our next CSAP 2014-2019 through consultation across the College. A number of exciting new ideas for innovation have emerged from our community conversations, and we look forward to incorporating them into our new plan.

We cannot forget that an important element in our success is our ability to develop meaningful partnerships with other educational institutions, community organizations, local businesses, and industries. Once again, this year, we have built our network of partners to open and generate opportunities that enhance our students' education, while supporting our partners' attainment of their goals.

We must also recognize the support that we have received from the *Ministère de l'Enseignement supérieur, de la Recherche et de la Science*, which has assisted our efforts in a number of ways, including approval of the Champlain St. Lambert Early Childhood Education program, authorization of the Champlain St. Lawrence extension project, and providing grants for a wide variety of projects across the College.

I wish to express my sincere appreciation to every member of our faculty, professionals, support staff, management, and governors for their commitment to ensuring that our students have a rich and meaningful college experience, as we...

***Act Today, For Our Students' Continued Success Tomorrow!***

  
J. Kenneth Robertson  
Director General



# Mission, Values and Vision Statement

## Mission

Champlain Regional College is a public, English-language, post-secondary institution that provides pre-university and technical college-level education and training, primarily in English, to learners in both Regular Day and Continuing Education programs. The College, through its unique multiregional structure, responds to the needs of diverse linguistic and cultural communities and contributes to the educational and socio-economic development of the regions of Québec served by Champlain Lennoxville, Champlain St. Lambert and Champlain St. Lawrence.

The College is dedicated to fostering the individual success of its students and their development as well-rounded, responsible and informed citizens of the world.

## Values

### The College values:

- **Lifelong learning** for students, faculty and staff through personal growth and professional development;
- **Excellence** through striving for continuous improvement;
- **Respect** for all individuals, manifested through open communications and a commitment to fairness, justice and honesty;
- **Caring** through compassion, courtesy and friendliness, and a commitment to the wellness of students, faculty and staff;
- **Collaboration** in the achievement of shared goals and objectives;
- **Stewardship** through the responsible and effective use of human, physical, environmental and financial resources; and
- **A sense of community and tradition** within and among all locations of the College.

## Vision

Passionate in its commitment to students, and inspired by its mission and values, Champlain Regional College aspires to:

- offer unique and innovative high-quality programs and services;
- graduate students who are recognized for the excellence of the knowledge and skills they have acquired;
- attract and retain outstanding faculty and staff; and
- be a learning-centered college.

Board of Governors Meeting  
October 21, 2005

# College Profile

## THE COLLEGE'S GENERAL PROFILE

Champlain Regional College is the only English-language college with multiple campuses, serving three administrative regions: the *Capitale-Nationale* (03), the *Estrie* (05), and the *Montérégie* (16). The Québec government defines the College as a single corporate entity, which the Board of Governors respects when dealing with issues of governance and finance. However, one of the College's greatest strengths is the Board's appreciation for each campus' distinct culture and traditions, and its recognition of their unique circumstances and needs.

## CHAMPLAIN'S CAMPUSES

Each campus offers a unique and rich experience to its students based on its particular history, culture, and traditions. While each campus is based in an administrative region, it is important to note that CEGEPs have "open borders" and serve all regions of Québec. For example, our St. Lawrence and Lennoxville campuses regularly welcome students from the eastern regions of Québec, such as the *Côte-Nord* and *Gaspésie*.

## Lennoxville Campus

The Lennoxville Campus is located in the borough of Lennoxville, which is part of the City of Sherbrooke, where it shares grounds and facilities with Bishop's University. With approximately 1,200 students, it is the English college campus based in the *Estrie* Administrative Region (05), which includes one other public Francophone CEGEP and one private Francophone college. It offers pre-university and technical programs, as well as tailored Continuing Education services at its Sherbrooke location.

The scenic Eastern Townships rural setting has proven to be very attractive to increasing numbers of students who seek an alternative to continuing their post-secondary education in an urban environment. Champlain Lennoxville offers its students complete access to university facilities; library, classrooms, laboratories, residences, athletics, and dining facilities are shared by college and university students. Since a large number of students come from outside the Sherbrooke-Lennoxville area, the Campus includes a 318-bed apartment-style residence complex, where the comforts and privacy of residence life can be enjoyed.

# College Profile

## St. Lambert Campus

The St. Lambert Campus is located on the border between the municipalities of Saint-Lambert and Longueuil, on the South Shore of the Island of Montréal. With approximately 3,000 students, it is the English college campus based in the *Montérégie* Administrative Region (16), which includes six other public Francophone CEGEPs.

St. Lambert offers a wide variety of both pre-university and technical programs through the regular division, as well as attestation of studies (AEC), recognition of acquired competencies (RAC), and non-credit courses and activities through the Continuing Education division. Recently, the Québec government recognized the College's expertise by designating our St. Lambert Campus as one of four Centres of Expertise for the Recognition of Acquired Competencies (CERACs) serving Québec's forty-eight colleges by promoting quality and innovation. These services allow individuals who have gained expertise in the field to have their experience recognized towards college certification.

The St. Lambert Campus is within a short 10-minute walk from the *Longueuil-Université de Sherbrooke* metro station, just a single metro stop from Québec's metropolis, Montréal. Students come from diverse cultural backgrounds and speak a variety of languages, which provides the Campus with a friendly, enriching and multicultural environment where students meet new people and live new experiences.

At Champlain Regional College, we believe that our size is our strength! Together, the synergy created through the exchange of ideas and knowledge across our three campuses makes Champlain richer and more dynamic. At the same time, each of our campuses offers a very personal experience where teachers can take the time to get to know their students and give them personal attention and feedback.

## St. Lawrence Campus

The St. Lawrence Campus is located in the borough of Sainte-Foy, adjacent to Québec City. With approximately 900 students, it is the English college campus based in the *Capitale-Nationale* Administrative Region (03), which includes three other public Francophone CEGEPs and five private colleges. It offers primarily pre-university programs, but also has one of Québec's premier business programs, the P.W. Sims School of Business.

This small, intimate campus, in the heart of the Québec City area, offers students the opportunity to enrich their language skills through outstanding academic and cultural experiences, as well as some unique sporting activities that include a nationally recognized golf team. With over 50 years of history in the Québec City region, St. Lawrence is an integral part of the vibrant local English community. However, the Campus also has an international flavour, as it hosts each year a number of Mexican students, who come to Québec City to enrich their global experience and benefit from this caring and personable campus setting.

# Projects and Initiatives

## Lennoxville Campus

### **Sexual Health: Education and Information**

Again, this year, a group of dynamic and enthusiastic staff and faculty have initiated an effort to improve access to information and provide sexual health education on campus.

Normally, only six or seven students would have been selected to become peer Sexual Health Educators. However, given the quality of the applicants, 15 students from across the spectrum of levels, programs, and groups were invited to take part in the training and committed to volunteering up to 30 hours per semester to offer peer-to-peer education on a wide range of related topics. Supervised primarily by four faculty members teaching relevant subject matter, the multi-layered approach includes one-on-one discussions, awareness campaigns, an online question and answer forum, and the development of a network that would allow for rapid referral to appropriate resources when needed.

### **Canada Games**

Champlain Lennoxville had the pleasure of hosting the Administrative Centre for the Canada Games during the summer of 2013. As well, the College hosted a significant number of the athletes in the Lennoxville student residences. The most interesting contribution was the Champlain Lennoxville Nursing Labs to house medical services, given that they are extremely well equipped both as training facilities and as a working medical centre.

### **Unanticipated Major Renovation**

The flooding of the first floor of the Champlain Lennoxville main building just before the Easter weekend of 2014 has caused a great deal of disruption, but it has also provided an opportunity to move forward on a project to re-think some of the student services areas to better meet students' needs. The relocation of

the entire first floor personnel to the third floor lounges has created a number of interesting challenges, but the team rallied, as always, and services to students and support to faculty experienced as little disruption as possible.

Given the extent of the damage, it is expected that all personnel will return to the first floor in mid-October, at which time the Campus will have the opportunity to celebrate the changes made to Student Services.

# Projects and Initiatives

## St. Lambert Campus

### Campus Renovations

The record enrolment numbers over the past few years have created a significant need for additional space and services in a number of areas, particularly in the Library and the Cafeteria.

Given the extraordinary quality of service provided by the Library staff, a student survey indicated a greater need for additional access and space to serve the wide variety of students' learning needs. The renovation, which increased Library space by approximately 500 square metres, adding about 25% more usable space for students, was ready by the end of the 2013-2014 academic year. The Cafeteria renovation includes an additional 280 square metres and will be available for the start of the 2014-2015 year.

The repair of the front entrance to the Campus, in tandem with municipal renovations of the road access to the Campus, has significantly improved the inviting and functional nature of this important area. As well, the rebuilding of the handicapped access ramp makes for much easier wheelchair access to the building.

### DEC in Early Childhood Education

Champlain St. Lambert has obtained official approval for the DEC program in Early Childhood Education, building on the success of the AEC and RAC Services in this area. The network of daycare providers built through these services will make it easier for the DEC graduates to find internships and employment. The intention is to wait until the Fall 2014 session to launch the program, and plans are already being developed to create the necessary lab spaces for the new program.

### Recognition of Acquired Competencies (RAC)

Champlain St. Lambert continued to establish its leadership in RAC services across Québec. As one of the four CERACs appointed to support the CEGEPs, the Campus had the opportunity to provide training and development in the area for a quarter of the colleges, including all of the Anglophone colleges and all of the colleges in the *Montréal* region. Seminars, workshops and one-to-one training were very well received and the Campus team drew rave reviews from its clients.

Once again, the RAC Services have grown remarkably over the past year, growing by another 15%, and the Campus added another program (CISCO) to its offerings. It is clear that the RAC Services are responding to significant needs in the St. Lambert community.

Furthermore, the College identified the DEC in *Bureautique* (Office Management stream) as being a priority for Continuing Education in general, and the RAC Services in particular. Many public sector employees, particularly women, find their employment opportunities limited without collegial studies. Formally recognizing their significant work experience opens doors to job promotions. In collaboration with John Abbott College and Heritage College, tools were developed to test the candidates' competencies and online material was developed.

# Projects and Initiatives

## St. Lambert Campus (cont'd)

### Student Services

In the second phase of the Student Orientation and Mentoring Project, the partners (Heritage College, Champlain St. Lambert and Champlain Lennoxville) reviewed the results of the 2012-2013 pilot, made the necessary adjustments and ran the second year of the program designed to give students a positive start to their college experience. The project allowed for further training of students and increased their role as active leaders in the orientation process and peer-mentoring program.

The third year of the WeBWork open-source online homework system for Math and Science courses focused on improving the homework templates for Calculus I and II and Linear Algebra. These templates were packaged for use at other colleges during the summer of 2014.

The Virtual Work-Study Stage Fair project was created to facilitate internship placements with key employers for technology students in their final year, through the development of an interactive online tool. The Campus is optimistic that this online tool will respond to other needs such as permanent job placements, and recruitment for AECs and RACs, and could

be helpful to other colleges outside major urban areas. Testing of the platform will begin in the Fall 2014 semester.

Champlain St. Lambert was again on the national map for intercollegiate athletics by hosting teams from across the country for the Canadian College Athletic Association (CCAA) Women's National Basketball Championships. What made this particularly meaningful for the Campus was the level of student volunteer participation combined with a nearly unanimous satisfaction rating from the guests. The Campus looks forward to hosting the 2015 Men's National Soccer Championships.

### Fab-Lab

This project introduced two new initiatives, The Internet of Things and The Maker Movement, which engage hobbyists, enthusiasts, and students in the innovative design of new products that have the potential to add value to the community. This effort can potentially lead to some becoming entrepreneurs and to the creation of start-up companies. The project was launched with the installation of a 3D Printer and the engagement of a student to explore

the technology and demonstrate it to others. This project is foreseen to grow exponentially over the next few years and should be valuable to Regular Day students (Sciences and Technology programs) and the Continuing Education Division.

### Environmental Stewardship

Champlain St. Lambert received its Level 2 *Cégep Vert* Certification in June, marking the second year of obtaining formal recognition of its environmental efforts. This certification comes through a series of seminars, workshops and on-campus activities designed to increase awareness and knowledge of the stewardship role of the Campus. As part of the College's environmental efforts, Champlain St. Lambert developed a plan for the inclusion of permaculture design in the Campus biodiversity gardens.

# Projects and Initiatives

## St. Lawrence Campus

### Multi-purpose Room Extension

Perhaps the most exciting news in 2013-2014 for the St. Lawrence community was the Minister's approval of the Multi-purpose Room Extension Project. The Extension Project has been in the works for a number of years. The three-year project started in March 2014 with feasibility studies (*Préparation du Programme fonctionnel et technique*), and the 2014-2015 academic year will be focused on meeting government and municipal requirements, and tender calls for professional services and contractors.

### Student Support Services: Special Needs

In the Winter semester, the Dean of Students evaluated the Special Needs Services, in order to ensure that the Campus was meeting students' needs through appropriate human resources, equipment, and infrastructure. This resulted in the hiring of a full-time Special Education Technician, the creation of a private office closer to Student Services to ensure confidentiality, and the building of a new room with 15 workstations to supervise exams. Five of these workstations are equipped with computers and specialized software to fully meet the students' needs. In addition, the Campus developed a new online exam schedule with the support of the IT staff that should alleviate some logistical problems, particularly during mid-term exams.

### Community Leadership Project

This Champlain St. Lawrence project values the spirit of community service and philanthropy in its students and encourages the development of their leadership skills by having them lead, organize and/or participate in volunteer activities. This project provides the support and training needed for students to be of service to the local community through volunteering. More specifically, the project will last throughout the year to allow for greater flexibility in the scope and variety of services provided. The project also allows the students to incorporate concrete evidence of these accomplishments into their portfolios, assisting in university and scholarship applications. Undoubtedly, this initiative has the potential to raise the profile of St. Lawrence within the Québec community.

The project kicked off in the Spring 2014 semester, with 24 potential student leaders coming together to learn about the program. This was followed by a team-building activity and the development and offering of a one-day training session on How to Manage a Community Service Project. The project will continue into the Fall 2014 semester as the Campus follows the different students' projects throughout the academic year.

### Women's Basketball D2 Provincials

Champlain St. Lawrence successfully hosted the *Réseau du sport étudiant du Québec (RSEQ)* Women's Division 2 Basketball Provincials in April 2014. The Lady Lions opened the championship by hosting Outaouais. The Campus AA Women's Basketball team won the silver at the Conference Championship and bronze at the Provincial Championship.

### Hosting of the PING CCAA Golf National Championship

Champlain St. Lawrence successfully hosted the 2013 PING CCAA Golf National Championship. The Campus finished in sixth place, eight shots off of the podium. On the women's side, Valérie Tanguay won the gold. This was Valérie's second straight CCAA title. She also set a Championship record with a cumulative score of five under par at the end of three rounds of play. The Campus will host this Championship for a second consecutive year, in October 2014.

# Projects and Initiatives

## College Services

### **Development of the New Program Management Policy**

The Director of Studies' Office has been working diligently on the development of a new College-wide policy on Program Management. This new policy is designed to update and replace three existing policies on program revision and evaluation, while integrating aspects of program management to facilitate ongoing program improvements. Presentations and consultations were held on each campus in the form of information sessions, town hall meetings, focus groups, and a web portal in order to gather feedback and suggestions on the policy's content and procedural elements. Drawing on the feedback collected, the policy has been revised and a list of guidelines, tools, and templates developed. The Director of Studies will continue to work collaboratively with each campus in preparation for adoption by the Board of Governors during the 2014-2015 academic year, with the intent to implement it in September 2015.

### **New Champlain Career Site**

The College has implemented a new self-serve application for its recruitment activity.

This web-based application is accessible at any time and from anywhere, inside or outside of the College. Through this application, the College announces job postings and receives applications from internal and external candidates for both teaching and non-teaching positions. All employees are automatically in the College Bank of Resumes and, after updating their dossier, they have the possibility of identifying their employment preferences and signing up to receive email notifications of new postings that correspond to their profile. The application also allows candidates to follow the selection process for positions to which they have applied.

### **Implementation of Revised Administrative Practices and Procedures**

Following a review of finance and human resources practices and procedures in 2012-2013, based on the emergent recommendations, the College has reviewed and revised its procedures and controls in these areas. This includes the development and implementation of a number of new Administrative Frameworks

to guide management practice, such as Capital Asset Management, Cash Management, and Implementation of Internal Controls.

### **Multi-Year Capital Plan - Infrastructure**

Following the implementation of the infrastructure management system (GMA) in the 2011-2012 year, the College is in a mode of continuous improvement with the assistance of this complex high-performance software. The GMA system is being used for short- and long-term capital planning, including budget preparation and deferred maintenance prioritization. In 2013-2014, the College introduced the Multi-Year Capital Plan for Infrastructure on each campus. The Plan sets the direction for the College over the next five years, aligning the College's academic priorities with capital planning and management, including physical assets such as buildings, space, land, infrastructure, and equipment, as well as critical maintenance and facility renewal projects.

# Provincial Re-Investment (S-034)

<b>Area 1: Accessibility, quality of services, student success, and skills development</b>	
Development of a strategic plan and evaluation of its efficiency (College Administration)	\$61,890
Evaluation of the Institutional Policy on the Evaluation of Student Achievement (IPESA), programs and other academic policies (College Administration)	\$82,431
Support to teachers through faculty evaluation (Lennoxville)	\$9,359
Improved accessibility to academic assistance (St. Lambert)	\$77,807
Support to teachers with regard to evaluation methods and development of projects (workshops, courses, programs) (St. Lambert)	\$87,199
<b>Total Provincial Re-Investment in Area 1:</b>	<b>\$318,686</b>
<b>Area 2: Support for information technology, and updated programs and information resources</b>	
Develop and optimize the academic usage of College systems (College Administration)	\$18,780
Updating of software for pedagogical administration (Lennoxville and St. Lawrence)	\$117,553
<b>Total Provincial Re-Investment in Area 2:</b>	<b>\$136,333</b>
<b>Area 4: Presence of the College in the community, and support for innovation and regional economic development</b>	
Reduction of drop-out rates (Lennoxville)	\$32,389
<b>Total Provincial Re-Investment in Area 4:</b>	<b>\$32,389</b>

# Towards the Achievement of the College Strategic Action Plan

(Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

General Outcome 1.1: Learning environments for students have been enhanced	
General Strategy 1.1.1: Undertake pilot projects to modify the physical layout of classrooms and other learning spaces	
Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Create and promote new collaborative student learning spaces, including the "new" Band-ring.</p> <p><b>St. Lawrence:</b> Perform a full classroom layout analysis (enhance the WIFI and number of power plugs in certain classrooms) to allow better use of electronic devices and support the Business Laptop Project.</p>	<p><b>St. Lambert:</b> ✓ Increase in use of new learning spaces. Achieved: The increase has been at least five times last year's usage.</p> <p><b>St. Lawrence:</b> ✓ Business Program teachers confirm that the laptop project is working successfully.</p>

<sup>1</sup>The elements in the following tables summarize only certain key elements found in the College's Annual Operational Plan; additional information is available on the College website.

# Towards the Achievement of the College Strategic Action Plan

(Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

General Outcome 1.1: Learning environments for students have been enhanced (cont'd)	
General Strategy 1.1.2: Implement new initiatives to integrate technology in teaching, curriculum delivery and learning activities	
Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Integrate <i>Mon Diapason</i> tools developed under an <i>Entente Canada-Québec</i> grant into the existing Unlocking Research resources.</p> <p><b>St. Lawrence:</b> Explore the potential use of Gator-type courses beyond the athletes.</p> <p>Launch a “Flipping the Classroom” working group of teachers (with IT Technicians) to pilot and share lessons learned with active learning techniques in the classroom.</p>	<p><b>St. Lambert:</b> ✓ Increase in the number of students using new, integrated tools. Target: 250, Achieved: 300+</p> <p><b>St. Lawrence:</b> ✓ Students other than golfers and baseball players in Florida are registered in Gator-type courses: 30% of students registered are outside of the Florida program.</p> <p>✓ 80% of teachers confirm that the sharing is enhancing the effectiveness of their teaching.</p>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

General Outcome 1.2: Additional support is being offered for identified groups of the student population	
General Strategy 1.2.1: Faculty and staff develop strategies to more effectively address challenges associated with students with special needs	
Initiative/Project/Action	Indicators/Results
<p><b>Lennoxville:</b> Create a working committee to review procedures and processes related to services for students with special needs.</p> <p><b>St. Lambert:</b> Restructure staffing of the Special Needs Service to better meet student needs.</p> <p>Develop new online tools to facilitate the process of supporting students with special needs.</p> <p>Integrate a workshop for students with special needs into the student orientation activities.</p> <p><b>Director of Studies' Office:</b> Clarify <i>Ministère de l'Enseignement supérieur, de la Recherche et de la Science (MESRS)</i> expectations for colleges regarding the delivery of services for students with special needs.</p>	<p><b>Lennoxville:</b> ✓ Created a working committee to provide faculty with opportunities to discuss the integration of students with special needs.</p> <p><b>St. Lambert:</b> ✓ Returning students using the Service confirm that it is now more effective in supporting their needs. Target: 75% of clients agree Service has improved, Achieved: 100% agreement that the Service has improved</p> <p>✓ Faculty and staff confirm that the process is more effective and efficient. Target: 75% of participating faculty and staff agree, Achieved: 100%</p> <p>✓ Workshop is offered. ✓ Student participants confirm that the workshop helped support their successful orientation. Target: 80% of students agree, Achieved: 100%</p> <p><b>Director of Studies' Office:</b> ✓ The Director of Studies with the Deans of Student Services attended the information session organized by the Anglo Steering Committee focused on "Universal Design", which focuses on a wide range of strategies to meet the learning needs of all students. ✓ Met with the Coordinator of the <i>Centre collégial de soutien à l'intégration de l'ouest du Québec</i> to collect information.</p>

<sup>1</sup> The elements in the following tables summarize only certain key elements found in the College's Annual Operational Plan; additional information is available on the College website.

# Towards the Achievement of the College Strategic Action Plan

(Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

General Outcome 1.2: Additional support is being offered for identified groups of the student population (cont'd)

General Strategy 1.2.2: Develop strategies to more effectively enhance the success of specific groups of students

Initiative/Project/Action	Indicators/Results
<p><b>Lennoxville:</b> Continued support measures for FRE 100 students.</p> <p>Continue the Workshop for Potential Tutors.</p> <p>SEXed (Student Peer Educators) Sex and Healthy relationships education.</p> <p>OSCEs Final Situational Nursing Exam Prep.</p> <p>Mentoring for DEC-Tremplin (College Advantage and Explorations students).</p> <p>Additional support for French language learning for students in FRE 101 and the Nursing program.</p>	<p><b>Lennoxville:</b></p> <ul style="list-style-type: none"> <li>✓ Support measures developed and implemented.</li> <li>✓ Success rate has increased. Target: 80%, Achieved: 85%</li> </ul> <ul style="list-style-type: none"> <li>✓ Workshop revised and implemented.</li> <li>✓ Tutors agree that the workshop was beneficial. Target: 80%, Achieved: 80%</li> </ul> <ul style="list-style-type: none"> <li>✓ Mentoring groups developed and workshops provided.</li> <li>✓ Peers agree that workshops were beneficial. Target: 80%, Achieved: 80%</li> </ul> <ul style="list-style-type: none"> <li>✓ Workshop developed and delivered.</li> </ul> <ul style="list-style-type: none"> <li>✓ Workshops developed and delivered.</li> <li>✓ Students agree that the workshops were beneficial. Target: 80%, Achieved: 80%</li> </ul> <ul style="list-style-type: none"> <li>✓ Support measures developed and implemented.</li> </ul>

<sup>1</sup> The elements in the following tables summarize only certain key elements found in the College's Annual Operational Plan; additional information is available on the College website.

# Towards the Achievement of the College Strategic Action Plan

(Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

General Outcome 1.2: Additional support is being offered for identified groups of the student population (cont'd)	
General Strategy 1.2.2: Develop strategies to more effectively enhance the success of specific groups of students (cont'd)	
Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Launch year 1 of the new First-year Leadership and Integration Program (FLIP) focused on students assisting students in three areas: academic support, health and community, and student life.</p> <p>Develop a blended approach (online and face-to-face) to providing support services in Academic Advising.</p> <p>Launch the cyber-citizenship program.</p>	<p><b>St. Lambert:</b></p> <ul style="list-style-type: none"> <li>✓ Program launched before start of Fall 2013 semester.</li> <li>✓ Number of students participating: Target: 750, Achieved: 800</li> <li>✓ Students participating in activities or events throughout the year confirm that FLIP was valuable in terms of success, retention and satisfaction. Target: 80%, Achieved: 90%</li> <li>✓ Current approach reviewed and modified.</li> <li>✓ Number of students supported by the services: Target: 100, Achieved: 150+</li> <li>✓ Program successfully launched.</li> <li>✓ Number of student participants: Target: 1,000, Achieved: 995 as of April 1, 2014</li> <li>✓ Assistant Campus Director of Student Services confirms that the project has reduced complaints about cyber-bullying on campus.</li> </ul>

<sup>1</sup> The elements in the following tables summarize only certain key elements found in the College's Annual Operational Plan; additional information is available on the College website.

# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

General Outcome 1.2: Additional support is being offered for identified groups of the student population (cont'd)	
General Strategy 1.2.2: Develop strategies to more effectively enhance the success of specific groups of students (cont'd)	
Initiative/Project/Action	Indicators/Results
<p><b>St. Lawrence:</b> Continue support of the peer tutoring initiative for students in the FRE 100 and FRE 101 levels.</p> <p>Revise the process for French Course placement to correct identified discrepancies and enhance success rates.</p> <p>Proactively work with feeder school counsellors to identify “at risk” students and establish work plans for their first semester.</p> <p>Proactively work with feeder school counsellors to identify “at risk” students to create better links, and to introduce high school students to the reality of CEGEP life and to the job market.</p>	<p><b>St. Lawrence:</b></p> <ul style="list-style-type: none"> <li>✓ Peer tutors are successfully working with the FRE 100 and FRE 101 teachers.</li> <li>✓ French teachers and students agree that the placement approach is working well.</li> <li>✓ Academic Advisors and high school counsellors are working together prior to registration.</li> <li>✓ Work plans are established for “at risk” students. Target: 90%, Actual: 100%</li> <li>✓ Three to five activities held to expose high school students to potential CEGEP and career opportunities.</li> <li>✓ Students from three Anglo feeder schools participate in the activities.</li> </ul>

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# Towards the Achievement of the College Strategic Action Plan

(Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

**General Outcome 1.3: Additional mechanisms are developed to ensure the effectiveness of academic programs**

**General Strategy 1.3.1: Institutional and campus practices related to program evaluation are reviewed to ensure that they are adapted to an approach based on continuous improvement**

Initiative/Project/Action	Indicators/Results
<p><b>Lennoxville:</b> Pilot approaches for the assessment of academic programs through the General Education components.</p> <p><b>Director of Studies' Office:</b> Provide the campuses with data and analysis assistance to support their evaluations of General Education.</p> <p>Support campus efforts in completing the revision of the 500.A1 (CALL: Creative Arts, Literature and Languages) program required by the <i>MESRS</i>.</p>	<p><b>Lennoxville:</b>  <ul style="list-style-type: none"> <li>✓ Evaluation of the English and Physical Education components of General Education.</li> <li>✓ Mandate accepted.</li> <li>✓ Reviewed by Academic Council.</li> </ul> </p> <p><b>Director of Studies' Office:</b>  <ul style="list-style-type: none"> <li>✓ Data and analysis support provided to:                             <ul style="list-style-type: none"> <li>- Lennoxville</li> <li>- St. Lambert</li> <li>- St. Lawrence</li> </ul> </li> <li>✓ Held series of meetings with the Academic Deans to discuss progress on the 500.A1 program (CALL) revision.</li> </ul> </p>

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# Towards the Achievement of the College Strategic Action Plan

(Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 1: Facilitating and Enhancing Student Success

**General Outcome 1.4: Additional measures are taken to foster greater student engagement**

**General Strategy 1.4.1: New initiatives are developed to engage students in their academic programs and in their community**

Initiative/Project/Action	Indicators/Results
<p><b>Lennoxville:</b> Implement a leadership selection program for team captains/selection of student athletic leaders.</p> <p><b>St. Lambert:</b> Develop and assess learning outcomes for activities and programs taking place outside the classroom.</p>	<p><b>Lennoxville:</b></p> <ul style="list-style-type: none"> <li>✓ Leadership selection program developed.</li> <li>✓ Leadership selection program implemented.</li> <li>✓ Coaching staff agree that the program is beneficial to the team. Target: 80%, Achieved: 80%</li> </ul> <p><b>St. Lambert:</b></p> <ul style="list-style-type: none"> <li>✓ Learning outcomes developed and assessed for eight programs, including at least one program in the areas of athletics, campus life, mental health and recreation.</li> <li>✓ Learning objectives are met. Target: 75%, Achieved: 95%</li> </ul>

**General Outcome 1.4: Additional measures are taken to foster greater student engagement (cont'd)**

**General Strategy 1.4.2: Students are supported in developing career orientations**

Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Partner with McGill University to provide mentoring to students in the Education Option.</p>	<p><b>St. Lambert:</b></p> <ul style="list-style-type: none"> <li>✓ Partnership confirmed with McGill.</li> <li>✓ McGill mentors identified and trained.</li> <li>✓ Education Option students who would benefit from the initiative identified.</li> <li>✓ Mentoring activities completed.</li> <li>✓ Education Option students confirm that the experience aided in their career choice. Target: 90%, Achieved: 100%</li> </ul>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

### General Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance

#### General Strategy 2.1.2: Engage in the ongoing review of bylaws, policies, and practices to ensure they continue to meet the needs of the College

Initiative/Project/Action	Indicators/Results
<p><b>Director General's Office:</b> Review and revise Bylaw 1 - Concerning the General Administration of the College.</p> <p>Review and revise Bylaw 3 - Concerning the Appointment, the Renewal of Appointment, and the Evaluation of Senior Executives.</p> <p>Review and revise the Management Personnel Policy.</p> <p>Develop practices (Administrative Frameworks - AFs) based on emergent needs.</p>	<p><b>Director General's Office:</b></p> <ul style="list-style-type: none"> <li>✓ Board of Governors considered and approved revisions to Bylaw 1 - Concerning the General Administration of the College (October 25, 2013).</li> <li>✓ Board of Governors considered and approved revisions to Bylaw 3 - Concerning the Appointment, the Renewal of Appointment, and the Evaluation of Senior Executives (October 25, 2013).</li> <li>✓ Board of Governors considered and approved the Management Personnel Policy (May 7, 2014).</li> <li>✓ New AFs for emergent needs identified, including:               <ul style="list-style-type: none"> <li>- AF for Conflict of Interest and Nepotism for Senior Managers (ongoing).</li> </ul> </li> <li>✓ AFs being reviewed and/or revised, including:               <ul style="list-style-type: none"> <li>- AF for Bylaw and Policy Development; and</li> <li>- AF for College Planning (ongoing).</li> </ul> </li> <li>✓ Governors informed as the Directors develop AFs to respond to Board policy and direction, including:               <ul style="list-style-type: none"> <li>- AFs in Finance to ensure proper internal controls;</li> <li>- AFs in Human Resources to harmonize processes across the College; and</li> <li>- Other AFs to ensure that everyone understands their responsibilities in the context of Board bylaws and policies.</li> </ul> </li> <li>✓ Director General's Advisory Committee (DGAC) members agree or strongly agree that any new or revised AF responds to a specific College need. Target: 100%, Achieved: 100%</li> </ul>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance (cont'd)

General Strategy 2.1.2: Engage in the ongoing review of bylaws, policies, and practices to ensure they continue to meet the needs of the College (cont'd)

Initiative/Project/Action	Indicators/Results
<p><b>Director of Studies' Office:</b> Ensure College-wide dissemination of the Institutional Code of Student Conduct (ICSC) in both English and French.</p> <p>Complete the approval of, and implement the Institutional Policy on Research (IPR).</p> <p>Develop an integrated institutional policy on the Management of Academic Programs.</p> <p><b>Human Resource Services:</b> Review the Evaluation Policy for Management Personnel.</p> <p>Review and revise the Harassment Policy.</p> <p><b>Financial Services:</b> Review the rates related to Travel Expenses and Representation Policy to ensure that they are consistent with the current economic environment.</p>	<p><b>Director of Studies' Office:</b></p> <ul style="list-style-type: none"> <li>✓ ICSC translated into French and available in French and English on all campuses websites.</li> <li>✓ Policy adopted by the Board of Governors (September 25, 2013), and posted on the College website.</li> <li>✓ Working group, including teachers from the three campuses, established.</li> <li>✓ Campus directors consulted on a preliminary draft.</li> <li>✓ Working group consulted on a preliminary draft.</li> <li>✓ Draft policy completed.</li> <li>✓ DGAC consulted on the draft policy.</li> </ul> <p><b>Human Resource Services:</b></p> <ul style="list-style-type: none"> <li>✓ Board of Governors considered and approved the Performance Assessment for Management Personnel (March 21, 2014).</li> <li>✓ Board of Governors considered and approved revisions to the Harassment Policy (March 21, 2014).</li> </ul> <p><b>Financial Services:</b></p> <ul style="list-style-type: none"> <li>✓ Board of Governors considered the recommendations relative to the revision of the rates related to the Travel Expenses and Representation Policy.</li> <li>✓ Rates reviewed and adopted.</li> </ul>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

**General Outcome 2.1: The Board of Governors has the information it needs to exercise effective governance (cont'd)**

**General Strategy 2.1.3: Ensure the expedient revision of the College Strategic Action Plan and continued refinement of planning processes to meet College needs**

Initiative/Project/Action	Indicators/Results
<p><b>Director General's Office:</b> <b>Evaluation of CSAP 2009-2014:</b> Survey stakeholders to identify strengths and weaknesses of CSAP 2009-2014 development and implementation.</p> <p>Prepare the draft recommendations based on the survey and feedback from DGAC.</p> <p><b>Development of CSAP 2014-2019:</b> Complete initial consultation process.</p> <p>Engage in the first consultation process.</p> <p>Develop the Initial Consultation Report and initial orientations, general outcomes, and general strategies for the CSAP 2014-2019.</p> <p>Engage in the second consultation process to present the results.</p>	<p><b>Director General's Office:</b> <b>Evaluation of CSAP 2009-2014:</b></p> <ul style="list-style-type: none"> <li>✓ Survey completed.</li> <li>✓ Results compiled.</li> </ul> <p>✓ Draft recommendations prepared.</p> <p><b>Development of CSAP 2014-2019:</b></p> <ul style="list-style-type: none"> <li>✓ All preparations made for consultation completed and approved by DGAC.</li> <li>✓ All groups provided with the opportunity to provide input: Board of Governors, Campuses, Commission of Studies, and all Management.</li> <li>✓ Initial Consultation Report and initial orientations, general outcomes, and possible general strategies ready to share with identified groups.</li> </ul> <p>✓ All groups provided with the opportunity to provide feedback on the Initial Consultation Report.</p>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.2: The College is provided with dynamic and responsive human resource services	
General Strategy 2.2.1: Continue to integrate the Competency Based Approach (CBA) into HR practices	
Initiative/Project/Action	Indicators/Results
<p><b>Human Resource Services:</b> Focus efforts to implement Competency Based Approach (CBA) practices into HR management practices: Selection, Evaluation, and Professional Development.</p>	<p><b>Human Resource Services:</b></p> <ul style="list-style-type: none"> <li>✓ CBA considered in various HR and management processes:               <ul style="list-style-type: none"> <li>- Selection of management personnel;</li> <li>- Drafting of Performance Assessment for Management Personnel.</li> </ul> </li> </ul>
General Outcome 2.2: The College is provided with dynamic and responsive human resource services (cont'd)	
General Strategy 2.2.2: Ensure HR systems and services meet the changing needs of the College	
Initiative/Project/Action	Indicators/Results
<p><b>Human Resource Services:</b> Work with the HR Committee to enhance HR systems, practices, procedures, and processes.</p>	<p><b>Human Resource Services:</b></p> <ul style="list-style-type: none"> <li>✓ HR Committee addressed issue of general importance to College HR:               <ul style="list-style-type: none"> <li>- Shared expectations for 2013-2014;</li> <li>- CSST Prevention issues and opportunities.</li> </ul> </li> <li>✓ In the context of the "Administrative Review", addressed the emergent recommendations through discussion of:               <ul style="list-style-type: none"> <li>- A general review of the recommendations;</li> <li>- The implementation of the "Process for Acquiring Personnel";</li> <li>- The importance of ensuring confidentiality throughout the selection process;</li> <li>- The need to avoid "conflict of interest" during all HR processes;</li> <li>- Management of Sick Leaves and Disability Dossiers.</li> </ul> </li> </ul>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

**General Outcome 2.3: The College continuously develops its operational capacity through the effective use of technologies, programs and initiatives**

**General Strategy 2.3.1: Ensure administrative IT systems and services meet the changing needs of the College**

Initiative/Project/Action	Indicators/Results
<p><b>Director General's Office:</b> Complete the review of College Administration IT Services.</p> <p><b>Financial Services:</b> The College is adapting its resources to meet the Ministry's new requirements for the production of Quarterly Financial Statements.</p>	<p><b>Director General's Office:</b></p> <ul style="list-style-type: none"> <li>✓ DGAC members agree or strongly agree that the review of College Administration IT Services has led to changes that are making a significant difference to the quality of service being provided. Target: 100%, Achieved: 100%</li> <li>✓ DGAC members agree or strongly agree that the new Coordinator of IT Services is integrated into the management team and is initiating needed changes. Target: 100%, Achieved: 100%</li> </ul> <p><b>Financial Services:</b></p> <ul style="list-style-type: none"> <li>✓ Quarterly Financial Statements produced with the same resources.</li> </ul>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.3: The College continuously develops its operational capacity through the effective use of technologies, programs and initiatives (cont'd)

General Strategy 2.3.2: Promote sustainable development and environmental stewardship (SD/ES) within the College

Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Obtain Level 2 <i>Cégep Vert</i> certification.</p> <p><b>Material Resource Services:</b> Support creation of campus and consolidated action plans.</p>	<p><b>St. Lambert:</b> ✓ Champlain St. Lambert awarded Level 2 <i>Cégep Vert</i> certification.</p> <p><b>Material Resource Services:</b> ✓ Support provided to each campus on an ongoing basis.</p>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.3: The College continuously develops its operational capacity through the effective use of technologies, programs, and initiatives (cont'd)

General Strategy 2.3.3: Improve the campus infrastructure to better serve students' needs

Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Complete the expansion of the Library and the Cafeteria.</p> <p>Complete Phase 1 of the renovations to the Band-ring and student club areas on campus.</p> <p><b>St. Lawrence:</b> Work towards the approval of the St. Lawrence Auditorium Expansion.</p>	<p><b>St. Lambert:</b></p> <ul style="list-style-type: none"> <li>✓ New space available for use by the end of the Winter 2014 semester.</li> <li>✓ Coordinator of the Library confirms that the new space allows the Campus to better respond to students' learning needs.</li> </ul> <p>✓ Student Services and the student government (Champlain Student Association - CSA) confirm that the newly renovated space better meets students' needs. Target: 100%, Achieved: 100%</p> <p>✓ Number of students using the space increases. Target: 50% increase in the average weekly number of students, Achieved: Usage has increased by at least 200%</p> <p><b>St. Lawrence:</b></p> <ul style="list-style-type: none"> <li>✓ <i>MESRS</i> approval confirmed.</li> </ul>

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# Towards the Achievement of the College Strategic Action Plan (Extracts from the Annual Operational Plan<sup>1</sup>)

## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.4: Campuses respond to the needs of their respective regions and contribute to their educational and socio-economic development

General Strategy 2.4.1: Develop programs, services, and partnerships that respond to regional needs

Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> If authorized, prepare to offer the Early Childhood Education DEC starting in Fall 2014 semester.</p> <p>Add additional programs to the current RAC offerings.</p> <p>Subject to approval by the Board of Governors, add a new Human Resources Option to the 412 (<i>Bureautique</i>) Program in time for the 2014-2015 year.</p> <p>Implement the first year of the CERAC project.</p> <p>Review and expand the Campus Business and Industry Training Service.</p> <p>Develop and launch the Industrial Sales and Marketing Program.</p>	<p><b>St. Lambert:</b></p> <ul style="list-style-type: none"> <li>✓ Strategy reviewed and new request made.</li> <li>✓ College authorized to offer DEC in Early Childhood Education. Target: Authorization for Fall 2014 semester, Achieved: Authorization received; program will start Fall 2015 semester</li> <li>✓ Programs identified and tools completed.</li> <li>✓ Assistant Campus Director of Continuing Education confirms that the Office Management and Event Management programs will attract students and are ready to launch in Fall 2015 semester.</li> <li>✓ Work completed so that students may be recruited and the program offered.</li> <li>✓ Sufficient enrolment to launch the program in Fall 2014 semester. Target: 25 students, Achieved: 18 students</li> <li>✓ CERAC service available by September 2013.</li> <li>✓ Clients of service (other CEGEPs) confirm that the CERAC aided them in improving their respective RAC services. Target: 80% confirm that the CERAC was helpful, Achieved: 100% satisfaction rating</li> <li>✓ Plan developed to increase the volume of the Business and Industry Training Service.</li> <li>✓ Curriculum and delivery method developed.</li> </ul>

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## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.4: Campuses respond to the needs of their respective regions and contribute to their educational and socio-economic development (cont'd)

General Strategy 2.4.2: Identify opportunities to exercise leadership within the community

Initiative/Project/Action	Indicators/Results
<p><b>St. Lambert:</b> Host the Women's National Basketball Championship for 2013-2014.</p> <p>Host the Men's 2015 National College Soccer Championship.</p> <p>Host the Regional Cross Country Championship in collaboration with the RSEQ.</p> <p>Prepare for the 2014 <i>Jeux du Québec</i> as one of the event Hosts.</p>	<p><b>St. Lambert:</b></p> <ul style="list-style-type: none"> <li>✓ Champlain St. Lambert wins the bid.</li> <li>✓ Champlain students confirm that the Championship allowed them to apply what they learned in their programs. Target: 25 students, Achieved: 137 students participated; over 75% confirm learning value of experience</li> <li>✓ Application completed by the deadline.</li> <li>✓ Champlain St. Lambert wins the bid.</li> <li>✓ Event conducted.</li> <li>✓ Participants and coaches confirm that the event exceeded their expectations. Target: 80%, Achieved: 95%</li> <li>✓ Campus facilities ready in time for games.</li> <li>✓ Games organizing committee confirms the value of the College participation.</li> </ul>
<p><b>St. Lawrence:</b> Successfully host the 2013 PING National Golf Championship.</p>	<p><b>St. Lawrence:</b></p> <ul style="list-style-type: none"> <li>✓ Confirmation that Champlain St. Lawrence will also host the 2014 Tournament.</li> </ul>

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## Priority 2: Facilitating and Enhancing Institutional Success

General Outcome 2.6: The College commits the resources necessary to respond to administrative and technical change	
General Strategy 2.6.1: Adjust the College's accounting tools and practices to meet the new requirements	
Initiative/Project/Action	Indicators/Results
<p><b>Financial Services:</b> The financial controls and recommendations from the Administrative Review are adopted by DGAC and implemented.</p> <p>New Administrative Frameworks adopted by DGAC and provided to campuses related to:</p> <ul style="list-style-type: none"> <li>• Petty Cash;</li> <li>• Capital Assets;</li> <li>• Cash Management;</li> <li>• Internal Controls; and</li> <li>• Purchasing Cards.</li> </ul> <p><b>Financial Services and Material Resource Services:</b> Inform campuses about the Ministry's financial and reporting requirements.</p>	<p><b>Financial Services:</b></p> <ul style="list-style-type: none"> <li>✓ Summary of controls and recommendations provided to DGAC.</li> <li>✓ Consultation done with DGAC and management on campuses.</li> <li>✓ Timeline established with campuses about the implementation of controls and recommendations.</li> <li>✓ Controls and recommendations implemented.</li> </ul> <p>✓ All Administrative Frameworks adopted by DGAC.            ✓ All Administrative Frameworks provided to campuses and implemented.            ✓ Practices successfully implemented on all campuses.</p> <p><b>Financial Services and Material Resource Services:</b></p> <ul style="list-style-type: none"> <li>✓ A presentation, with supporting documentation, prepared.</li> <li>✓ DGAC provided with the information.</li> <li>✓ Management sessions organized and held to share information.</li> </ul>

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# Student Success (S-019)

## Support for Students in Programs Leading to Sciences and Technology

While the results of the College's Annual Operational Plan (AOP) provide extensive details with regards to the large variety of Student Success initiatives, projects and activities that contribute to students' success, below is a listing of activities related to the special allocation (S-019).

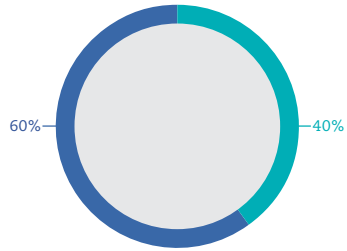
- Integrate *Mon Diapason* tools developed under an *Entente Canada-Québec* grant into the existing Unlocking Research resources. (St. Lambert – AOP 1.1.2)  
Results: Increase in the number of students using new, integrated tools.  
Target: 250, Achieved: 300+
- Launch a “Flipping the Classroom” working group of teachers (with IT Technicians) to pilot and share lessons learned with active learning techniques in the classroom. (St. Lawrence – AOP 1.1.2)  
Results: 80% of teachers confirm that the sharing is enhancing the effectiveness of their teaching.
- Restructure staffing of the Special Needs Service to better meet student needs, and develop new online tools to facilitate the process of supporting students with special needs. (St. Lambert – AOP 1.2.1)  
Results: Returning students using the Service confirm that it is now more effective in supporting their needs. Target: 75% of clients agree that the Service has improved, Achieved: 100% agreement that the Service has improved  
Results: Faculty and staff confirm that the process is more effective and efficient. Target: 75% of participating faculty and staff agree, Achieved: 100%
- Revise and implement a Workshop for Potential Tutors. (Lennoxville – AOP 1.2.2)  
Results: Workshop is revised and implemented; tutors agree that the workshop was beneficial. Target: 80%, Achieved: 80%
- Proactively work with feeder school counsellors to identify “at risk” students and establish work plans for their first semester. (St. Lawrence – AOP 1.2.2)  
Results: Academic Advisors and high school counsellors are working together prior to registration and work plans are established for “at risk” students. Target: 90%, Actual: 100%
- Implement a leadership selection program for team captains/selection of student athletic leaders. (Lennoxville – AOP 1.4.1)  
Results: Developed and implemented a leadership selection program; coaching staff agree that the program is beneficial to the team.  
Target: 80%, Achieved: 80%

# Acquisition of Healthy Lifestyles (S-035)

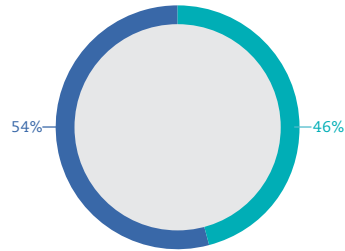
ORIENTATIONS CHOSEN FOR 2013-2014	Lennoxville	St. Lambert	St. Lawrence
Develop a menu classification guide taking into account the new Canadian Food Guide, to be made available to all students and personnel		√	
Maintain, even improve upon, the offer of a healthy menu at similar or lower costs than those of others		√	√
Provide the opportunity to eat during reasonable lunch hours or, at the very least, offer quick, healthy meals		√	√
Encourage more active means of transportation by increasing the number of bike racks and increasing accessibility to the changing rooms		√	√
Promote the organization of recreational physical activities adapted to meet the needs of the diverse student clientele	√	√	
Implement a variety of awareness and promotional activities related to healthy eating and active lifestyles	√	√	
Encourage the cooperation of the student associations and the personnel in the organization of common activities related to healthy eating and active lifestyles	√		
Develop partnerships with the various Québec sports associations, such as the <i>Fédération québécoise du sport étudiant (FQSE)</i> , in order to promote participation in larger numbers		√	
<b>TOTAL</b>	<b>\$1,746.29</b>	<b>\$2,000.00</b>	<b>\$200.69</b>

# Student Population

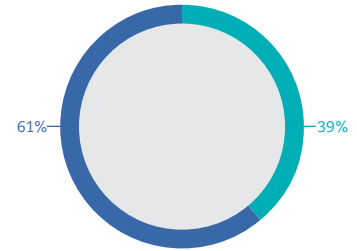
## Gender Distribution



**Lennoxville**



**St. Lambert**



**St. Lawrence**



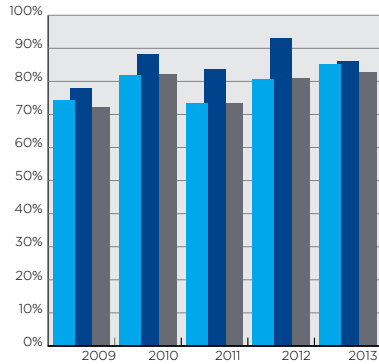
# Student Population

## Enrolment

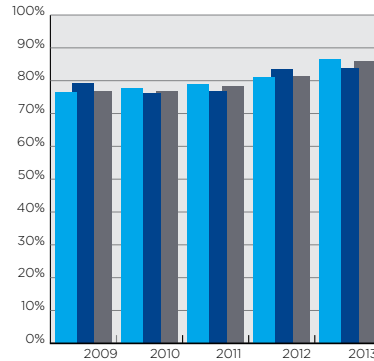
PROGRAMS	Lennoxville		St. Lambert		St. Lawrence	
	Fall 2013	Winter 2014	Fall 2013	Winter 2014	Fall 2013	Winter 2014
<b>Orientation and Integration</b>	<b>48</b>	<b>31</b>	<b>6</b>	<b>9</b>	<b>8</b>	<b>6</b>
<b>Mexican Exchange</b>					<b>17</b>	<b>10</b>
<b>Pre-University</b>						
Science	198	176	606	522	265	223
Computer Science and Math	1	1	45	41		
Social Science	579	511	1,441	1,335	450	421
Creative Arts, Literature and Languages	121	113	223	205	89	75
Fine Arts	33	28				
Liberal Arts	37	34	57	48		
<b>Sub-total</b>	<b>969</b>	<b>863</b>	<b>2,372</b>	<b>2,151</b>	<b>804</b>	<b>719</b>
<b>Technical</b>						
Business Administration	33	27	271	197	121	111
Tourism*			82	69	97	90
Special Care Counselling	96	80				
Graphic Communications			53	50		
Computer Science	1	1	49	49		
Nursing	108	96	89	85		
<b>Sub-total</b>	<b>238</b>	<b>204</b>	<b>544</b>	<b>450</b>	<b>218</b>	<b>201</b>
<b>TOTAL</b>	<b>1,255</b>	<b>1,098</b>	<b>2,922</b>	<b>2,610</b>	<b>1,047</b>	<b>936</b>
<b>TOTAL STUDENTS FALL 2013: 5,224</b>						
<b>TOTAL STUDENTS WINTER 2014: 4,644</b>						

\* Bilingual program in partnership with *Cégep Limoilou*

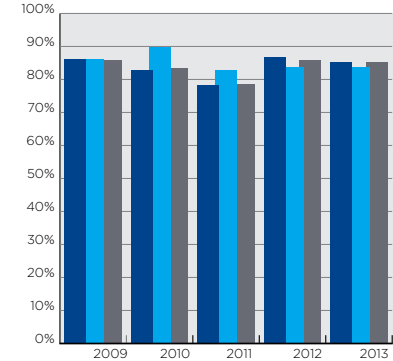
# Percentage of Students in Recent Fall Cohorts Passing 80% or More of Their First-Semester Courses



**Lennoxville**



**St. Lambert**

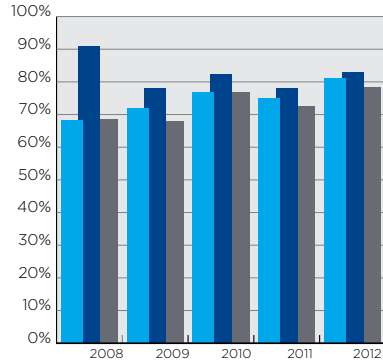


**St. Lawrence**

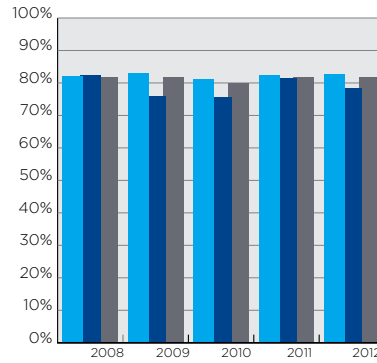


- (1) Data source is the *PSEP (Profil scolaire des étudiants par programme)* database maintained by *SRAM (Service régional d'admission du Montréal métropolitain)*.  
 (2) Results are presented for students entering their programs with no prior college experience (Population A) combined with students entering their programs after one or more semesters in another college program (Population B).

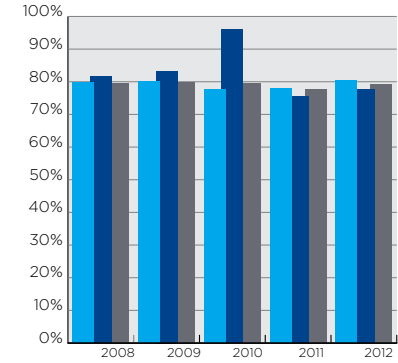
# Third-Semester Retention Rates (Any Program, Same Campus) for Recent Fall Cohorts



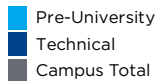
**Lennoxville**



**St. Lambert**



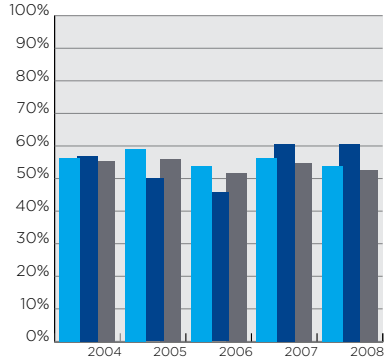
**St. Lawrence**



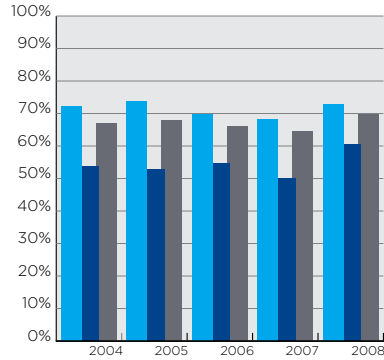
(1) Data source is the PSEP (*Profil scolaire des étudiants par programme*) database maintained by SRAM (*Service régional d'admission du Montréal métropolitain*).

(2) Results are presented for students entering their programs with no prior college experience (Population A) combined with students entering their programs after one or more semesters in another college program (Population B).

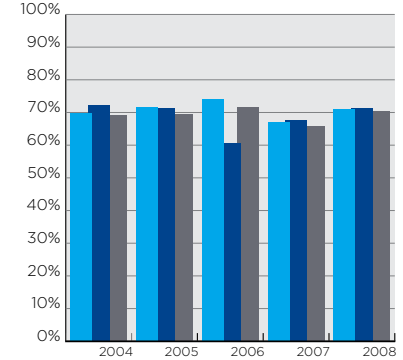
# Graduation Rates (Any Program, Same Campus) Within the Prescribed Period of Time Plus Two Years for Recent Fall Cohorts



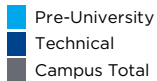
**Lennoxville**



**St. Lambert**



**St. Lawrence**

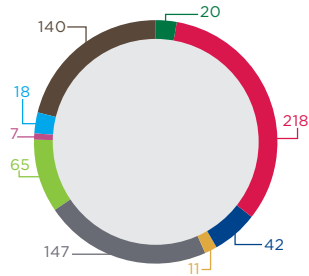


(1) Data source is the PSEP (*Profil scolaire des étudiants par programme*) database maintained by SRAM (*Service régional d'admission du Montréal métropolitain*).  
 (2) Results are presented for students entering their programs with no prior college experience (Population A) combined with students entering their programs after one or more semesters in another college program (Population B).

# Continuing Education

## Lennoxville

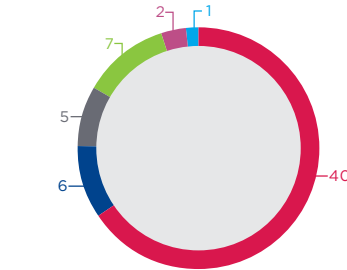
Course Enrolment\*



### Credit Courses

Cheminement par cours	20
Cisco Certified Network Associate (CCNA)	218
Comptabilité de la petite entreprise	42
Conception de pages Web	11
Conseiller en décoration résidentielle	147
Conseiller en services et produits touristiques	65
Informatique bilingue	7
Informatique d'affaires	18
<b>Total</b>	<b>528</b>
<b>Non-Credit Courses</b>	<b>140</b>

Graduates per Program



Cisco Certified Network Associate (CCNA)	40
Comptabilité de la petite entreprise	6
Conseiller en décoration résidentielle	5
Conseiller en services et produits touristiques	7
Informatique bilingue	2
Informatique d'affaires	1
<b>Total</b>	<b>61</b>

Course Completion\*\*



Cheminement par cours	95%
Cisco Certified Network Associate (CCNA)	88%
Comptabilité de la petite entreprise	100%
Conception de pages Web	82%
Conseiller en décoration résidentielle	97%
Conseiller en services et produits touristiques	92%
Informatique bilingue	86%
Informatique d'affaires	94%

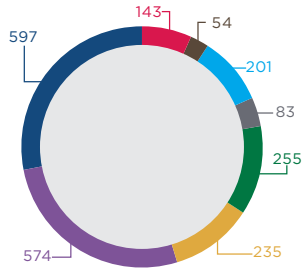
\* Number of students enrolled in courses

\*\* Students who successfully completed courses

# Continuing Education

## St. Lambert

Course Enrolment\*



### Credit Courses

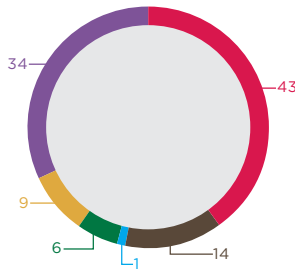
Cisco Certified Network Associate (CCNA)	143
Early Childhood Education	54
Information Technology Support Specialist	201
Residential Real Estate Brokerage	83
Social Science DEC	255
Special Care Counselling	235
Specialist in Transportation and Logistics	574

**Total** 1,545

**Non-Credit Courses** 597

\* Number of students enrolled in courses

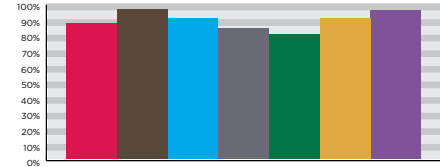
Graduates per Program



Cisco Certified Network Associate (CCNA)	43
Early Childhood Education	14
Information Technology Support Specialist	1
Social Science DEC	6
Special Care Counselling	9
Specialist in Transportation and Logistics	34

**Total** 107

Course Completion\*\*



Cisco Certified Network Associate (CCNA)	87%
Early Childhood Education	96%
Information Technology Support Specialist	90%
Residential Real Estate Brokerage	84%
Social Science DEC	80%
Special Care Counselling	90%
Specialist in Transportation and Logistics	95%

\*\* Students who successfully completed courses

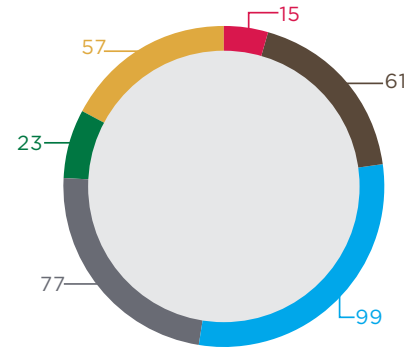
## St. Lawrence

This Campus has chosen to offer only Tour Guide non-credit courses, for a total enrolment of 19, and, therefore, the percentage of graduates per program does not apply.

# Continuing Education Recognition of Acquired Competencies (RAC)

St. Lambert

Programs	Validation Interviews
Applied Business Development	15
Cisco Certified Network Associate (CCNA)	61
Early Childhood Education	99
Information Technology Support Specialist	77
Special Care Counselling	23
Specialist in Transportation and Logistics	57
<b>Total</b>	<b>332</b>









# Awards

## LENNOXVILLE CAMPUS

Academic Medal of the Governor General of Canada: **Catherine Gaulin**

Champlain Regional College Board of Governors' Merit Award:  
**Catherine Gaulin**

Anne Thaler Memorial Awards: **Hayley Bernier, Elise Brown-Dussault**

Annie Turcotte Memorial Award: **Miriam Bass**

Athletic Excellence Awards:

Cross-Country: **Yassine Nassiri**

Football: **Cédric Lussier-Roy**

Lacrosse: **Manuel Enrique Garcia Duran**

Men's Basketball: **Maxime Gaouette**

Men's Hockey: **Charles-Émile Lemelin**

Men's Soccer: **Denzel Sutherland-Wilson**

Rugby: **Camille Sasseville**

Swimming: **Marie Pelletier-Matte**

Women's Basketball: **Katherine Cahoon**

Women's Hockey: **Noémie Beaulieu**

Women's Soccer: **Catherine Laberge**

Champlain Faculty Union Awards: **Katherine Cahoon, Taylor Dennis,  
Providence Dukuze, Debbie G. Morin**

Champlain Support Staff Award: **Sarah-Maude Bouchard-Canuel**

CSA (Champlain Student Association) Merit Award: **William Downey**

Doris Mildred Parsons Achievement Bursary: **Laurence Michaud**

Introduction to International Studies Certificates: **Adrina-Jaëlle Duclos,  
Sandra Lemieux, Mélyna Tétreault, Ramin Wafa**

LAMPE Foundation Prize: **Miriam Bass**

*Ordre des CPA du Québec* Award: **Jacob Burns**

*Ordre régional des infirmières et infirmiers de l'Estrie (ORIE)*:  
**Veronika Valevicius**

Potter Family Award: **Lynsey Sylvester**

Program Achievement Awards:

AMT: **Laurie-Ann Deveau**

Creative Arts: **Raphaëlle Turcotte**

Health Science: **Miriam Bass**

Languages: **Anne-Elisabeth Chagnon**

Liberal Arts (Heather Fisher Memorial Award): **Elise Brown-Dussault**

Nursing: **Veronika Valevicius**

Pure/Applied Science: **Jacob Burns**

Social Science: **Catherine Gaulin**

Special Care Counselling: **Adrina-Jaëlle Duclos**

Visual Arts: **Mary Rutherford**

Richard Beger Memorial Award: **Alex Rivard**

Royal Bank Award: **Miriam Bass**

Student-Athlete of the Year: **Noémie Hamel-Petit**

Theresa Allore Memorial Scholarship: **Adrina-Jaëlle Duclos**

# Awards

## ST. LAMBERT CAMPUS

Academic Medal of the Governor General of Canada: **Véronique Saad**

Champlain Regional College Board of Governors' Merit Award:

**Véronique Saad**

Adam Taylor Memorial Award: **Louis-Paul Gamache**

American Express Tourism Award: **Gerardo José Diaz Aguiluz**

André E. LeBlanc Student Life Prize: **Jodi Cécile Kalubi-Lukusa**

Anna Ackle Support Staff Union Award: **Wassim Ajam**

Biology Prize: **Camille Charlebois**

Business Administration Prizes:

Advertising Management: **Noémie Arpin-Gaba**

Sport Marketing and Management: **Camille Desrosiers**

Champlain St. Lambert Association of Professionals 22+ Student Award:

**Kristyn Brown**

Champlain College Teachers' Association Award: **Naomi Singh**

Champlain College St. Lambert Foundation Entrance Scholarships:

**Gabriel Bélanger, Madison Bell, Véronique Bergeron, Taylor Bernstein, Cassandra Blanchard, Jean-Louis Bombo, Camille Bourbonnais, Melyssa Brais, Olivier Cadotte, Elie Côté, Christopher Czich, Marie-Jeanne Fortin, Emily Froes, Natasha Izak-Lévesque, Natasha Krajewski, Ève Lacroix, Guillaume Lapierre, Sarah Mallette, Claudel Proulx, Ioana Maria Tudoran**

Champlain College St. Lambert Foundation General Education Scholarships:

Pre-University: **Jonathan Lucuix-André**

Technical: **Gerardo José Diaz Aguiluz**

Chemistry Prize: **Claudia Bastien**

Computer Science and Math Prize: **Jonathan Lucuix-André**

Creative Arts Prize: **Rebecca Hamilton**

Creative Arts Certificates of Merit:

Digital Imaging and Studio Arts: **David Chabot, Jade Morin-Turenne**

Film/Video/Communications: **Geoffrey Dallaire-Gagné,**

**Thibaud Laroche, Jamie-Lynn Lavallée-Patenaude**

Photography/Design: **Rebecca Hamilton**

CSA (Champlain Student Association) Student Club

Life Awards: **Matthew Hung, Arad Tchouldjian**

Dean Cheshire Memorial Award: **Steven Labute**

Desjardins Bursary Recipients: **Rosalie Allard, Michelle Chen,**

**Catherine Davrieux-Faille, Dominique Degré, Catherine Denis,**

**Adrian Gammon, Jérémie Janosz, Thibaud Laroche, Dimitri Lemieux,**

**Marion Lequent, Jonathan Lucuix-André, Justin Mulfati,**

**Sarah Mary Nellis, Nathalie Perkins-Alvarado, Véronique Saad,**

**Jennica Segal, Corey Straub, Clémence Therrien, Sylvie Tran,**

**Andres David Vazquez**

*Forces AVENIR* Student Commitment Award: **Louis-Paul Gamache**

Fouad Assaad Memorial Award for World Studies: **Véronique Saad**

# Awards

## ST. LAMBERT CAMPUS (cont'd)

Fuller Landau Award: **Camille Desrosiers**

Gail Sowerby Prize in Liberal Arts: **Nicolas Charest, Dominique Degré**

Global Business Travel:

Achievement: **Kimberly Poulin**

Excellence: **Jessica Sutton**

Graphic Communications Prize: **Ruuka Huang**

HRG (Hogg Robinson Group) Prizes:

Achievement: **Elizabeth Gaudreault**

Inspiration: **Kimberly Nolan**

Humanities Prize: **Véronique Saad**

International Baccalaureate:

English Merit Award: **Michelle Chen**

Science: **Michelle Chen**

John Jones Memorial Award: **Shannon McPhail**

Joy Smith Athletic Merit Award: **Cassandre Legault**

Liberal Arts Certificates of Merit: **Elise Cloutier, Elizabeth Creary, Jesse MacMillan, Anik Tanvir Mahamud, Sarah Miller-Dorrance, Ashley Smithman**

Madeleine Shaw Nursing Award: **Allison Pollock**

Margery Langshur English Prize: **Michelle Chen**

Mathematics Prizes:

Social Science: **Véronique Saad**

Science: **Jonathan Lucuix-André**

Modern Languages Prize: **Marion Lequient**

Nursing Program Prize: **Joelle Quintin**

Peter Swarbrick Memorial Award: **Janica Léveillé**

Physical Education Prize: **Benjamin Daunoravicius**

Physics Prize: **Adrian Gammon**

*Prix du Mérite en français:*

Pre-University: **Marion Lequient**

Technical: **Camille Desrosiers**

Royal Bank Merit Award: **Jonathan Lucuix-André**

Social Science Program Prizes:

Commerce: **Véronique Saad**

Social Science: **Juan Giraldo**

Social Science Certificates of Merit:

Anthropology: **Corey Straub**

Economics: **Véronique Saad**

Geography: **Heather Schurman**

History: **Solène Tanguay**

Political Science: **Véronique Saad**

Psychology: **Elisa Baronello**

Sociology: **Shannon McPhail**

South Shore Retired Educators Award: **Jennica Segal**

South Shore University Women's Club Award: **Taylor Savino**

Sylvie Trudel Memorial Award: **Julie Whittaker**

Tourism Commitment Award: **Chelsea Jones**

# Awards

## ST. LAWRENCE CAMPUS

Academic Medal of the Governor General of Canada: **Catherine Bégin**

Lieutenant-Governor Awards: **Camille Pednault Parent, Alexandre Perron**

Champlain Regional College Board of Governors' Merit Award:

**Catherine Bégin**

A Men's Basketball:

Highest Academic Achievement: **William Duguay**

Most Valuable Player: **Philippe Avard**

A Women's Basketball:

Highest Academic Achievement: **Laurie Feeney-Comtois**

Most Valuable Players: **Anne-Charlotte Beaulieu,**

**Claudia Yildiz Soykandar**

A Women's Volleyball:

Highest Academic Achievement: **Stéphanie Armstrong-Morissette**

Most Valuable Player: **Anne-Marie Cliche**

AA Men's Basketball:

Highest Academic Achievement: **Jean-Christophe Lambert**

Most Valuable Player: **Jean-Christophe Lambert**

AA Men's Soccer:

Highest Academic Achievement: **Frédéric Leclerc**

Most Valuable Player: **Jérémie Perron**

AA Women's Basketball:

Highest Academic Achievement: **Frédérique Thivierge-Jobin**

Most Valuable Players: **Marie-Laurence Dulude, Catherine Guay**

AA Women's Soccer:

Highest Academic Achievement: **Frédérique Thivierge-Jobin**

Most Valuable Players: **Audrey Desgagnés, Frédérique Laberge**

AQPC Teacher Award (*Mention d'honneur*): **Frédéric Tupinier-Martin**

Baseball:

Highest Academic Achievement: **Christopher Stanford**

Most Valuable Player: **Philippe Berthiaume**

Cardinal Roy Trophy: **Alexandre Perron**

Community Service Involvement Award: **Alex Miller-Pelletier**

Cross-Country:

Highest Academic Achievement: **Marc-Antoine Béland**

Most Valuable Players: **Aurélie d'Anjou-Drouin, Matthew Turcotte**

Dr. Guthrie Memorial Scholarship: **Laurie Dubuc**

Female Athlete of the Year Award: **Valérie Tanguay**

*Forces Avenir* Student Commitment Award: **Ioana Fugaru**

François-Jacques Roussin Award: **Alice Cossette-Cockburn**

Golf:

Highest Academic Achievement: **Julien Blouin**

Most Valuable Players: **Etienne Papineau, Valérie Tanguay**

Highest Academic Achievement Awards:

First: **Catherine Bégin**

Second - Royal Bank Award: **Ioana Fugaru**

Third: **Michaël Bédard**

Fourth: **Justine Duquet**

Fifth: **Emmanuelle Boilard**

# Awards

## ST. LAWRENCE CAMPUS (cont'd)

### Hockey:

Highest Academic Achievement: **Alex St-Pierre**

Most Valuable Player: **Simon Bouchard**

*Industrielle Alliance LOMA* Awards: **Marjorie Borgia, Vincent Levasseur, Elisabeth Rousseau-Blanchet**

Male Athlete of the Year Award: **Simon Bouchard**

### Men's Rugby:

Highest Academic Achievement: **Noah Johnson**

Most Valuable Player: **Steven Leblanc**

*Ordre des CPA du Québec* Awards: **Sophie Dallaire, Alexandre Perron**

PricewaterhouseCoopers (PwC) Award: **Catherine Jean**

Professionals' Union Community Care Award: **Sophia Laababsi**

P.W. Sims Memorial Scholarship: **Catherine Jean**

Raymond Chabot Grant Thornton Awards: **Sophie Dallaire, Kim Léger**

Reverend P.S. Miffen Award: **Frédérique Thivierge-Jobin**

S.L.C. Out-of-Town Student Award: **Stéphanie Armstrong-Morissette**

St. Lawrence Alumni Foundation Award: **Samuel Dutil-Belley**

St. Lawrence Alumni Foundation Cultural Award: **Camille Pednault Parent**

St. Lawrence Teachers' Union Bursary: **Mariane Paré**

### Women's Rugby:

Highest Academic Achievement: **Elisabeth Lachance**

Most Valuable Player: **Anne-Charlotte Beaulieu**

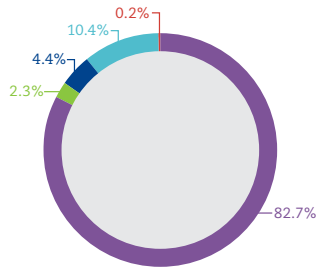
# Financial Reports

## Statement of Operating Results for Year Ending June 30, 2014

	DAY PROGRAM	ADULT EDUCATION	RESIDENCES	BOOKSTORE	PARKING	TOTAL
<b>Income</b>						
Government Grant	\$40,750,357	\$4,051,260	\$0	\$0	\$0	<b>\$44,801,617</b>
Other	\$3,473,867	\$761,026	\$743,590	\$317,701	\$296,995	<b>\$5,593,179</b>
	\$44,224,224	\$4,812,286	\$743,590	\$317,701	\$296,995	<b>\$50,394,796</b>
<b>Expenses</b>						
	\$44,263,041	\$4,428,486	\$709,638	\$312,341	\$292,098	<b>\$50,005,604</b>
<b>Results</b>	<b>-\$38,817</b>	<b>\$383,800</b>	<b>\$33,952</b>	<b>\$5,360</b>	<b>\$4,897</b>	<b>\$389,192</b>

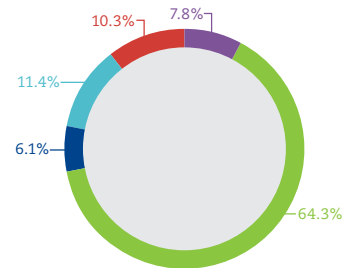
# Financial Reports

## Detail of Operating Expenses by Type



Salaries and Benefits	\$41,350,886
Communication and Information	\$1,139,475
Materials and Supplies	\$2,194,805
Contracts and Services	\$5,219,263
Other Expenses	\$101,175
<b>Total Expenses</b>	<b>\$50,005,604</b>

## Detail of Salaries and Benefits by Category



	Day Program	Auxiliary Services	Total
Management	\$2,851,709	\$390,823	\$3,242,532
Teachers	\$24,821,197	\$1,762,073	\$26,583,270
Professionals	\$1,999,305	\$513,950	\$2,513,255
Support	\$4,179,547	\$554,026	\$4,733,573
Benefits - All Categories	\$3,907,147	\$371,109	\$4,278,256
<b>Total Salaries and Benefits</b>	<b>\$37,758,905</b>	<b>\$3,591,981</b>	<b>\$41,350,886</b>

# Human Resources

## Personnel by Category

CATEGORY OF PERSONNEL	College Administration			Lennoxville			St. Lambert			St. Lawrence		
	Total	Tenured	Non-Tenured	Total	Tenured	Non-Tenured	Total	Tenured	Non-Tenured	Total	Tenured	Non-Tenured
Management	9	9	0	9	9	0	17	16	1	5.6	5	0.6
Faculty	0	0	0	173	55	118	333	137	196	84	50	34
Professional	4.7	3.7	1	7.2	6	1.2	22.35	13.6	8.75	5.94	5.34	0.6
Support	12.34	11.17	1.17	24.3	22	2.3	54.03	50.43	3.6	20.06	19.06	1
<b>TOTAL</b>	<b>26.04</b>			<b>213.5</b>			<b>426.38</b>			<b>115.6</b>		

### *Loi sur la réduction de la taille du personnel d'encadrement et administratif (Bill 100)*

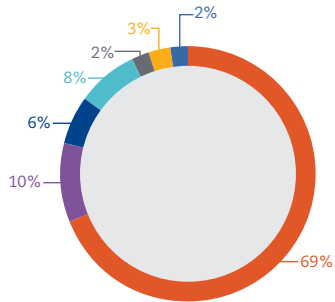
In compliance with the *Loi sur la réduction de la taille du personnel d'encadrement et administratif* (Bill 100), Champlain Regional College has reduced its workforce in the 2013-2014 academic year by 3.5 positions, resulting in savings of approximately \$280,000.

More specifically, following the retirement of five employees whose positions were subject to the provisions of the Act, the College proceeded with a reduction equivalent to 3.5 full-time positions; abolishing three regular full-time positions as well as reducing one regular full-time position by half.

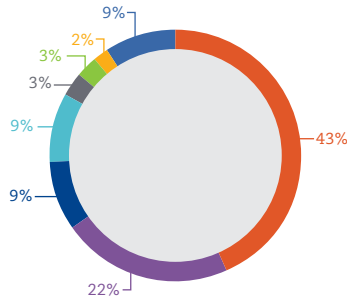
# Human Resources

## Faculty Seniority

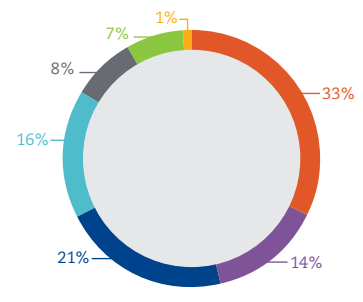
### Lennoxville



### St. Lambert



### St. Lawrence



# Human Resources

## 20-25-30-35 Years of Service

### Lennoxville

#### 20 years

**Maureen Cotter**, Administration Technician

#### 25 years

**Louise Godbout**, Faculty

**Pierre Roy**, Data Processing Technician,  
Principal Class

**Nancy Ticehurst**, Administration Technician/  
Support Agent, Class I

#### 30 years

**Sylvie Bussi eres**, Administrative Support  
Agent, Class I

#### 35 years

**Faybiann Beaudoin**, Administration Technician

**Debra McNab**, Manager, Continuing Education

### St. Lambert

#### 20 years

**Priscila Castillo-Ruiz**, Faculty

**Saul Dragunas**, Faculty

**Alison Tett**, Faculty

**Bruce Toombs**, Faculty

#### 25 years

**Vincent Amato**, Athletics Officer

**Jarmila Chvatalova**, Faculty

**Patricia Wagner**, Academic Advisor/  
Admissions Officer

#### 30 years

**Nelson Gibeau**, Faculty

**Doreen Kelly**, Administration Technician

#### 35 years

**Salvatore D'Amico**, Manager, IT Services

### St. Lawrence

#### 20 years

**Gordon Brown**, Dean of Faculty  
and Academic Affairs

**Steve Hardy**, Faculty

#### 30 years

**John Klassen**, Faculty

**John Whitt**, Faculty

#### 35 years

**Jean Robert**, Campus Director

# Human Resources

## Retirees

### Lennoxville

**Faybiann Beaudoin**, Administration Technician

**Charan Budhiraja**, Faculty

**Claire Bureau**, Faculty

**Danielle Côté**, Administration Technician

**Pierre Dion**, Faculty

**James Knutson**, Laboratory Technician

**Helene Paradis**, Faculty

**Nancy Shannon**, Faculty

### St. Lambert

**Daria Buczko-Hackett**, Faculty

**Dale E. Huston**, Reference Librarian

**Paulette Lecomte**, Administrative  
Support Agent, Class I

**Ittoop Petros**, Faculty

**Theresa Sliz**, Faculty

**Pamela Warren**, Administrative Secretary

### St. Lawrence

**Roland Lemire**, Faculty

**Jean Robert**, Campus Director

**Dominique Routhier**, ACD, Dean of Student  
and Academic Services

# Organization



## Board of Governors

Seated (left to right): Danielle Lafaille, Michael Murray

Standing (left to right): Angela Chrétien, Brian Crane, Louise Pépin, Nathanaël Bérubé, Hélène Guitard, Julie Hobbs, Pascale Simard, Lisa Birch, Sylvie Gilbert-Fowlis, J. Kenneth Robertson

Absent from Photo: Roya Abouzia, Benoit-Antoine Bacon, André Gascon, Joël Lightbound, Valerie McLeod, Alexandre Perron, James Shufelt



## Executive Committee

Seated (left to right): Danielle Lafaille, Michael Murray

Standing (left to right): J. Kenneth Robertson, Hélène Guitard, Julie Hobbs, Lisa Birch

Absent from Photo: Roya Abouzia, Valerie McLeod



## Officers of the College

Seated (left to right): Danielle Lafaille, Michael Murray

Standing (left to right): J. Kenneth Robertson, Jessica Mercier, Maxime Filion, Paul Kaeser, Yves Rainville, Donald T. Shewan

Absent from Photo: Valerie McLeod, Jean Robert

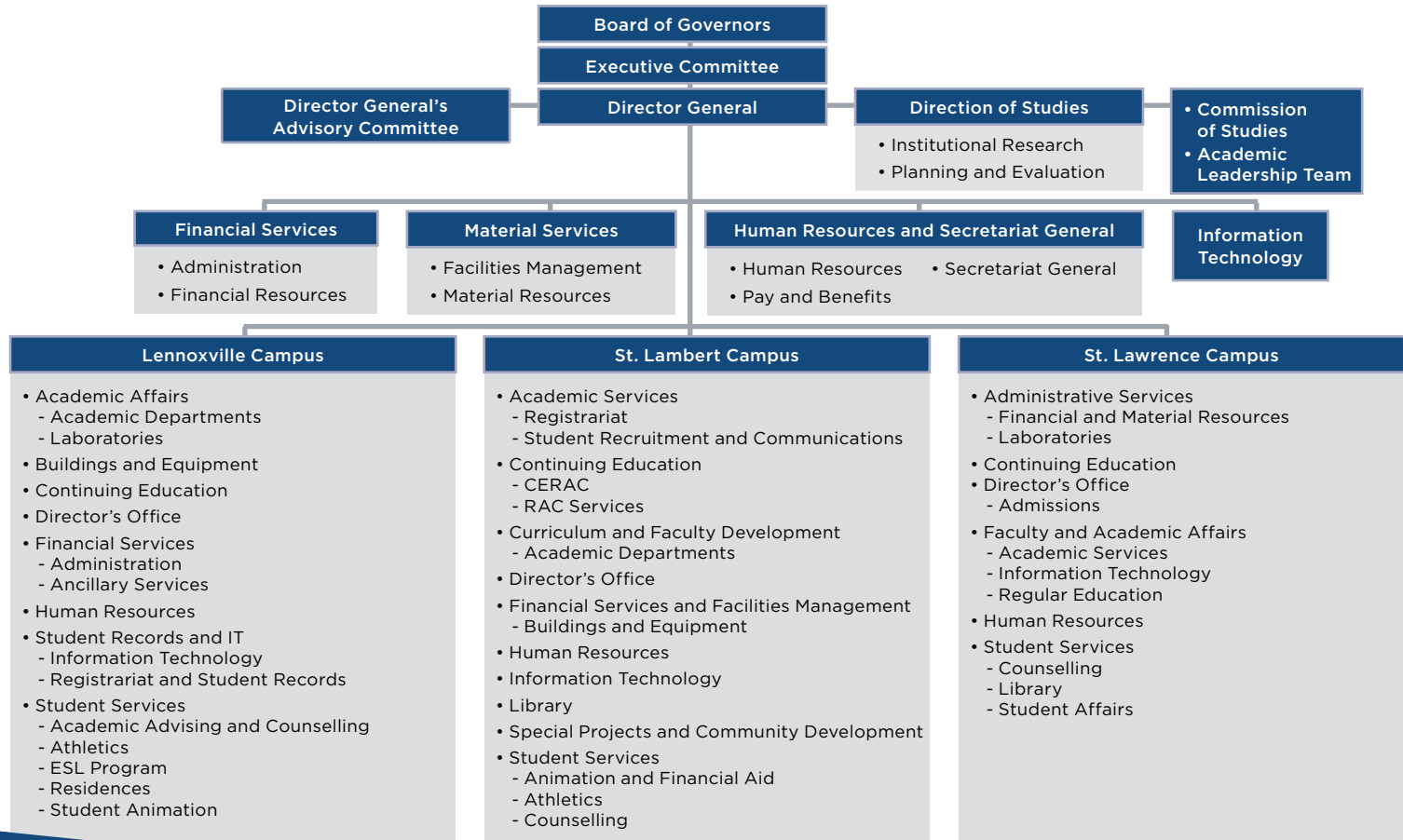


## Commission of Studies

Seated (left to right): Geneviève Rock, Danielle Lafaille, Henriette Dumont

Standing (left to right): Catherine Filteau, John Halpin, Anthony Singelis, Judith Beaudoin, Roya Abouzia

Absent from Photo: Denise Albert, Crina B. Ardelean, Sévan Belleau, Constance Crossland, Joshua Delorme, Alexandre Perron, Patrick Savard, Angela Stevens, Bruce Toombs, James Wilson



# Key Resolutions Adopted This Year

## Academic Programs

- Approval of AECs and DECAs
- New DECAs:
  - › Human Resources Management (St. Lambert)
  - › Office Management (St. Lambert)
- New AECs:
  - › International Business (St. Lawrence)
  - › Specialist in Lean Process Management (St. Lambert)
- Program Evaluations and Revisions
  - › Information Technology Support Specialist (St. Lambert)
- Program Updates
  - › International Baccalaureate (St. Lambert)
  - › Tourism Management (St. Lambert)

## Board of Governors

- Appointment of Parent, Support Staff, and Pre-University Graduate Representatives

## Bylaws and Policies

- Approval of Institutional Policy on Research
- Revisions:
  - › Bylaw 1 – Concerning the General Administration of the College
  - › Bylaw 3 – Concerning the Appointment, the Renewal of Appointment, and the Evaluation of Senior Executives
  - › Policy on Conflict of Interest and Nepotism
  - › Harassment Policy
  - › Performance Assessment Policy for Management Personnel
  - › Management Personnel Policy

## Financial and Material Resources

- Approval of 2013-2014 Operating Budget
- Approval of 2013-2014 Capital Budget
- Approval of the Annual Financial Statements 2012-2013
- Awarding of Contracts
  - › Library and Cafeteria Expansion (St. Lambert)
  - › Summer Construction Projects (Lennoxville)
- Access to Surplus Funds
  - › Library and Cafeteria Expansion – Landscaping Project (St. Lambert)
  - › Specialized Program Renovation Project (St. Lambert)
  - › Student Services Renovation Project (Lennoxville)
- Bill 133 (LGGRI-PTPARI-PARI)
- Designation of a Signing Authority
  - › Presentation of Projects related to the Support Program for Sporting and Recreational Facilities – Phase II (St. Lambert)
  - › St. Lawrence Campus Extension Project (St. Lawrence)
- Long-Term Borrowing Plan
- Multi-Year Capital Planning Infrastructure (All locations)

## Human Resources

- Annual Evaluation of the Director General 2013-2014
- Annual Evaluation of the Director of Studies 2013-2014

## Planning

- Approval of the Annual Report 2012-2013
- CSAP 2009-2014 Evaluation Criteria

# Code of Ethics and Professional Conduct for Members of the Board of Governors

## PREAMBLE

These rules of ethics and professional conduct are in conformity with the Act to amend the Act respecting the *Ministère du Conseil exécutif* and other legislative provisions as regards standards of ethics and professional conduct (1997 Statutes of Québec, Ch. 6) (Appendix 1). These measures complement the rules of ethics and professional conduct already outlined in Articles 321 to 330 of the Québec Civil Code (Appendix 2) and Articles 12 and 20.1 of the Colleges Act (RSQ, Ch. C-29) (Appendix 3). In the case of conflict with the rules outlined in this Code, legislative measures of public order, notably Articles 12 and 20.1 of the Colleges Act, take precedence.

## ARTICLE 1 GENERAL PROVISIONS

### 1.01 Definitions

The definitions set forth in Article 1.01 of Bylaw Number 1 of the College, as well as those appearing in the other bylaws of the College, apply to the present Code. However, in the present Code, the following expressions mean:

"EMPLOYEE MEMBER": the Director General, the Director of Studies as well as the three faculty, one professional and one support staff members of the Board of Governors;

"INTEREST": something which matters, is useful or advantageous;

"CODE": Code of Ethics and Professional Conduct for Members of the Board of Governors.

### 1.02 Objectives

The objectives of this Code are to outline the rules of ethics and professional conduct governing the members of the Board of Governors of the College in order to:

- maintain and build public confidence in the integrity, objectivity and transparency of the College's administration;
- allow members to exercise their mandate and carry out their duties with confidence, independence and objectivity for the better fulfilment of the College's mission.

### 1.03 Application

This Code applies to all members and, in the case of Article 2.03, to former members of the Board of Governors of the College.

## ARTICLE 2 DUTIES AND OBLIGATIONS OF BOARD MEMBERS

### 2.01 General

Each member carries out his/her duties with independence, integrity and good faith in the best interests of the College for the fulfilment of its mission. The member acts with prudence, diligence, honesty, loyalty and regularity, as would any reasonable and responsible person in similar circumstances.

### 2.02 Duties and Obligations While in Office

While fulfilling his/her obligations, the member must:

- respect obligations laid down in the Colleges Act and the College's constituent charter and bylaws and act within the limits of the powers conferred on him/her;
- avoid placing him/herself in situations that constitute a conflict, either real, potential or perceived, between a personal interest, or that of the person or persons who elected or nominated him/her, and the obligations of his/her office;
- act with moderation in his/her remarks, avoid undermining other people's reputations and treat other members with respect;
- not use, for his/her benefit nor for the benefit of others, the assets of the College;
- not divulge or use, for his/her benefit nor for the benefit of others, the privileged or confidential information obtained in the course of his/her administrative duties;
- not abuse his/her powers or profit unduly by virtue of his/her position to gain a personal benefit;
- not directly or indirectly grant, solicit or accept an undue favour or advantage for him/herself or for another person.

# Code of Ethics and Professional Conduct for Members of the Board of Governors (cont'd)

## 2.03 Duties and Obligations After Leaving Office

A person, in the twelve (12) months immediately following his/her leaving office as a member, must:

- act in such a manner so as not to take any undue advantage of his/her former duties as a member of the Board of Governors;
- not act on his/her own behalf or on behalf of another with respect to a process, a negotiation or any other operation to which the College may be a party. This rule does not apply to the employee member of the College who is carrying out an appeal by virtue of his/her employment contract;
- not use confidential or privileged information about the College for personal gain nor give advice to his/her clients based on information not available to the general public.

## ARTICLE 3 REMUNERATION

### 3.01 Prohibited Remuneration

Members have no right to any remuneration for the carrying out of their duties as members of the College's Board of Governors. They can receive no remuneration from the College other than the reimbursement of certain expenses authorized by the Board of Governors and a customary gift on leaving office.

The above stipulation does not apply to the employment contract, salary and other working conditions of employee members of the Board.

## ARTICLE 4 CONFLICTS OF INTEREST

### 4.01 Objective

The following rules have been drafted to assist members in their understanding of conflict of interest situations and to establish administrative procedures for members in a conflict of interest situation to proceed in the best interests of the College.

### 4.02 General Principles

A conflict of interest exists in any situation, either real, potential or perceived that, by objective standards, is of a nature to compromise or likely to compromise the independence and impartiality inherent in the duties of a member, or in a situation where a member seeks to use the nature of his/her office to receive an undue advantage for him/herself or for a third party.

### 4.03 Situations Constituting a Conflict of Interest

A conflict of interest covered by this Code is defined, but not limited to, situations in which the member:

- has a direct or indirect interest in a deliberation of the Board of Governors;
- has a direct or indirect interest in a contract or proposed contract with the College;
- obtains or will obtain a personal benefit that will result from a decision of the College;
- accepts a gift or any benefit whatsoever from a business which deals, or is likely to deal with the College, with the exception of gifts of appreciation of nominal value.

### 4.04 Situations Constituting a Conflict of Interest for Employee Members

Apart from the rules outlined in 4.03 above, the employee member is in a conflict of interest in the cases defined in Articles 12 and 20.1 of the [Colleges Act](#).

### 4.05 Disclosure of Interests

In the thirty (30) days following his/her nomination, or in the thirty (30) days following the coming into effect of this Code, every member must fill in and submit to the Chairperson of the Board of Governors a declaration, to the best of his/her knowledge, of his/her interests in organizations that have done or are doing business with the College and disclose any inherent conflict of interest, either real, potential or perceived. This declaration must be revised and updated annually by every member. (Appendix 4)

Every member must disclose in writing any situation constituting a conflict of interest as outlined in the first paragraph of Article 12 of the [Colleges Act](#).

### 4.06 Restrictions

Other than the restrictions provided for in Articles 12 and 20.1 of the [Colleges Act](#), every member who is in a conflict of interest must refrain from influencing other members, from participating in deliberations and voting on the question or resolution, and furthermore, must withdraw from the meeting to allow the deliberations and voting to take place in the absence of the member and in complete confidentiality.

# Code of Ethics and Professional Conduct for Members of the Board of Governors (cont'd)

## ARTICLE 5 ADMINISTRATION OF THE CODE

### 5.01 Professional Conduct Counsellor

The Secretary General, as Professional Conduct Counsellor, is responsible for:

- informing the members with respect to the contents and application of the Code;
- advising the College and/or any member faced with a situation that is considered problematic;
- investigating allegations of irregularity with respect to the Code and reporting findings to the Board of Governors;
- giving an annual report to the Board of Governors specifically outlining the number of cases treated and their follow-up, the infractions considered by the Disciplinary Committee, the decisions of, and sanctions imposed by the Disciplinary Committee, as well as the name of members removed from office, suspended or reprimanded during the course of the year.

### 5.02 Ad hoc Administration of the Code

Questions arising concerning the application of the Code during meetings of the Board of Governors are subject to the rules of procedure for meetings of the Board, as outlined in Bylaw Number 1. The Chairperson, or in a situation involving the Chairperson, the Vice-Chairperson acting as Chairperson, shall rule on any ad hoc question or situation pertaining to the Code raised by a member during a meeting, including which members are eligible to debate and to vote on a question or resolution before the Board. The Chairperson has the power to intervene and to order that a member refrain from voting and withdraw from the meeting during the discussion and vote. The decision of the Chairperson is final.

### Disciplinary Committee and Sanctions

- 5.03** When the Professional Conduct Counsellor, on conducting an investigation, concludes that a member may have contravened the law, the bylaws and/or the Code, he/she advises the Board of Governors.
- 5.04** The Board, or the Appeals Committee if the Board so decides, acts as Disciplinary Committee and decides on the validity of the case and any sanction to be imposed as the case may be.

**5.05** The Disciplinary Committee notifies the member in writing of the alleged infraction(s), with reference to the relevant legislative or bylaw provisions or those of the Code. The Disciplinary Committee, before imposing a sanction, must give the member thirty (30) days to state his/her case in writing and give him/her the chance to be heard.

**5.06** The member, accused of an infraction of the Code constituting an urgent situation necessitating a speedy intervention or accused of a serious offence, may be provisionally relieved of his/her duties by the Chairperson.

**5.07** If, after hearing the member's case, the Disciplinary Committee concludes that a member has contravened the law, the bylaws or the Code, it must so inform the member and the Board of Governors of the sanction imposed in writing. The only sanctions which may be imposed are a reprimand, a suspension or dismissal from office.

## ARTICLE 6 MISCELLANEOUS PROVISIONS

**6.01** The present Code comes into effect on the date of its adoption by the Board of Governors.

**6.02** The appendices to this Code are for reference only and do not form an integral part of the Code.

## Report on the Code of Ethics

In 2013-2014, there were no cases considered by the Disciplinary Committee nor any official complaints received by the Professional Conduct Counsellor.



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